

03A-1704-63

7 MAR 1963

MEMORANDUM FOR: Deputy Director (Research)

SUBJECT : Executive Assistant to the Deputy Director, DRO

1. Following our conversation at lunch yesterday, I have reflected at great length upon the matter, arriving at the same conclusion which I proposed yesterday. I think we can look back to the earlier days of the HRO and with some accuracy project what our future position may well be in the HRO should we opt at this time for anything less than strong CIA representation.

2. For the past year and a half CIA has been more or less the stepchild in most aspects of the HRO. I think that you yourself will admit that little in the way of HRO decisions were ever based on coordinated inputs from CIA. With the establishment of the Deputy Director, HRO, there is some hope that the major policy decisions will in fact be formulated with the voice of CIA being heard, but whatever we may achieve in the way of major policy decisions may well be eroded or annulled by the day-to-day maneuvers which really constitute the nettle of any organization.

3. I feel that it is now imperative, if we are really to play a substantial role in the HRO, that we act from a show of force in those few people that we may be fortunate enough to have assigned to the HRO. I would much prefer to start off with a personality such as Eugene Kiefer, who is technically, as well as professionally qualified to deal with all matters of the HRO, and, if through the graces of a benevolent HRO it turns out that we are overpowered, we can always throttle back. There is no harm at least in dealing ourselves a good hand from the outset.

4. Traditionally, I say again be bearing the standard of the sincerity when I express fear and doubt that you, in the capacity of the HRO, can satisfactorily spread your time far enough and wide

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enough to effectively engage in the judgments of day-to-day HRO decisions without the alter ego of someone technically qualified sitting in for you on the day-to-day workings of the HRO. Otherwise, I cannot help but feel that you will receive nothing more than whatever briefings the HRO staff may determine are necessary for your consideration, and your decision-making must all too often rely on the quality of briefings prepared for you by that same HRO staff.

4. With DED in the embryo state, I submit that you will find your time more and more diluted as that office experiences the growing pains associated with any such emerging organization. I recall the day that Dick Bissell assumed the role of the Deputy Director (Plans), and either out of sentiment or desire, insisted on wearing the hat of the "Project Director" of DED. Initially we held his office for him which he frequented only during an occasional lunch hour and as the weeks slipped into months, we soon realized that the presence of Dick Bissell was no longer to be experienced by those in DED. I earnestly feel that your present situation is pretty much a parallel and I would hate to have to relive those guideless days. With the strong possibility that Dr. McMillan will also wear another hat as the Under-Secretary, and you as the DED, the HRO staff which is predominantly Air Force will undoubtedly gain more power through default.

5. I suggest that you are rapidly advancing down the same road and strongly urge you to consider Gene Kiefer as your Executive Assistant to the HRO. I don't think it is too optimistic to project that Kiefer's presence will not only aid and abet CIA in playing an active and responsive role in the HRO, but I sincerely feel that Kiefer will be a tremendous asset to the HRO staff. With McNamara's recent appointment of Dr. Fubini as the DOD official to examine and monitor the activities of the HRO in his behalf, I am sure that it is evidence enough that DOD is dealing with strength in playing this HRO game and far be it from us to be content with, at best, a part-time representation.

JAMES A. CUMMINGS, JR.
Deputy Assistant Director
(Special Activities)

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